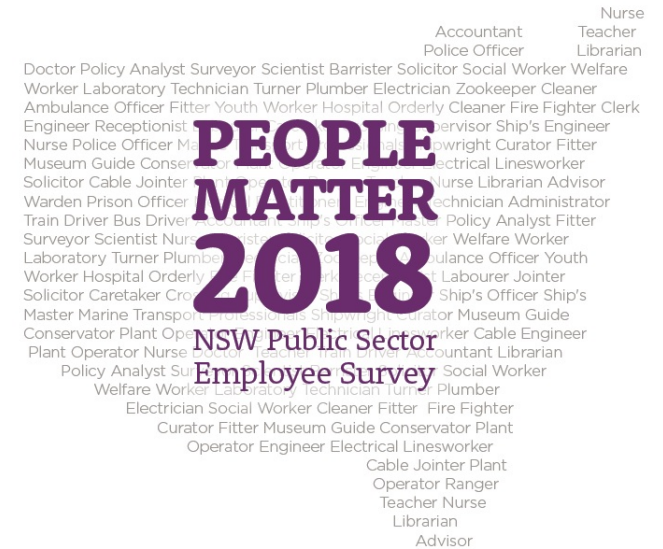

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Premier and Cabinet

Barangaroo Delivery Authority

RESPONSE RATE

>100%

62 OF 56 RESPONDENTS

EMPLOYEE ENGAGEMENT

67%

DIFFERENCE FROM 2017 -10
DIFFERENCE FROM CLUSTER -4
DIFFERENCE FROM PUBLIC SECTOR +2

ENGAGEMENT WITH WORK

69%

DIFFERENCE FROM 2017 -7
DIFFERENCE FROM CLUSTER -6
DIFFERENCE FROM PUBLIC SECTOR -3

SENIOR MANAGERS

43%

DIFFERENCE FROM 2017 -14
DIFFERENCE FROM CLUSTER -20
DIFFERENCE FROM PUBLIC SECTOR -6

COMMUNICATION

58%

DIFFERENCE FROM 2017 -11
DIFFERENCE FROM CLUSTER -15
DIFFERENCE FROM PUBLIC SECTOR -4

HIGH PERFORMANCE

59%

DIFFERENCE FROM 2017 -9
DIFFERENCE FROM CLUSTER -15
DIFFERENCE FROM PUBLIC SECTOR -6

PUBLIC SECTOR VALUES

56%

DIFFERENCE FROM 2017 -13
DIFFERENCE FROM CLUSTER -18
DIFFERENCE FROM PUBLIC SECTOR -6

DIVERSITY & INCLUSION

73%

DIFFERENCE FROM CLUSTER -6
DIFFERENCE FROM PUBLIC SECTOR +5

FLEXIBLE WORKING SATISFACTION

76%

DIFFERENCE FROM 2017 -4
DIFFERENCE FROM CLUSTER -5
DIFFERENCE FROM PUBLIC SECTOR +17

ACTION ON RESULTS

41%

DIFFERENCE FROM 2017 -11
DIFFERENCE FROM CLUSTER -19
DIFFERENCE FROM PUBLIC SECTOR +4



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

		AGREEMENT 2018	AGREEMENT 2017
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	81%
8e.	My manager supports flexible working in my team	85%	-
7j.	I am proud to tell others I work for my organisation	84%	87%
2a.	My workgroup strives to achieve customer/client satisfaction	84%	84%
1g.	I know how to address a health and safety issue I have identified	82%	-
2c.	I receive help and support from other members of my workgroup	81%	89%
4a.	I am paid fairly for the work I do	77%	82%
2e.	People in my workgroup treat each other with respect	77%	89%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	76%	80%
2b.	My workgroup works collaboratively to achieve its objectives	74%	82%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

		AGREEMENT 2018	AGREEMENT 2017
3g.	I am satisfied with the opportunities available for career development in my organisation	34%	45%
7g.	I have confidence in the way recruitment decisions are made	35%	50%
7c.	I feel that change is managed well in my organisation	37%	53%
6g.	I feel that senior managers keep employees informed about what's going on	37%	62%
6h.	I feel that senior managers listen to employees	39%	53%
6b.	I feel that senior managers effectively lead and manage change	40%	56%
9a.	I have confidence in the ways my organisation resolves grievances	40%	43%
14.	I believe action will be taken on the results from this survey by my organisation	41%	52%
6c.	I feel that senior managers model the values of my organisation	42%	55%
6a.	I believe senior managers provide clear direction for the future of the organisation	42%	58%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS



MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

5h.	My manager appropriately deals with employees who perform poorly	47%	35%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	81%
7f.	My organisation is committed to developing its employees	52%	48%
6i.	Senior managers in my organisation support the career advancement of women	60%	56%
5f.	I have confidence in the decisions my manager makes	71%	69%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7k.	I feel a strong personal attachment to my organisation	50%	78%
6g.	I feel that senior managers keep employees informed about what's going on	37%	62%
2d.	There is good team spirit in my workgroup	65%	85%
7b.	My organisation is making the necessary improvements to meet our future challenges	49%	69%
7a.	My organisation focuses on improving the work we do	53%	72%
6a.	I believe senior managers provide clear direction for the future of the organisation	42%	58%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	71%	87%
6b.	I feel that senior managers effectively lead and manage change	40%	56%
7c.	I feel that change is managed well in my organisation	37%	53%
7m.	My organisation inspires me to do the best in my job	63%	78%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

Q5. Recruitment processes at DPC have improved from 12 months ago



Q3. The feedback from the performance development framework has been useful and applicable in my role



Q1. I received quality feedback in the last performance development cycle



Q9a. I have confidence in the ways my organisation resolves grievances



Q2. I was not surprised by the feedback offered in my performance discussions



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q5. Recruitment processes at DPC have improved from 12 months ago



Q3. The feedback from the performance development framework has been useful and applicable in my role



Q1. I received quality feedback in the last performance development cycle



Q9a. I have confidence in the ways my organisation resolves grievances



Q2. I was not surprised by the feedback offered in my performance discussions



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5. Recruitment processes at DPC have improved from 12 months ago



Q3. The feedback from the performance development framework has been useful and applicable in my role



Q1. I received quality feedback in the last performance development cycle



Q9a. I have confidence in the ways my organisation resolves grievances



Q2. I was not surprised by the feedback offered in my performance discussions



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? (STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. (AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? (AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

41%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

37%

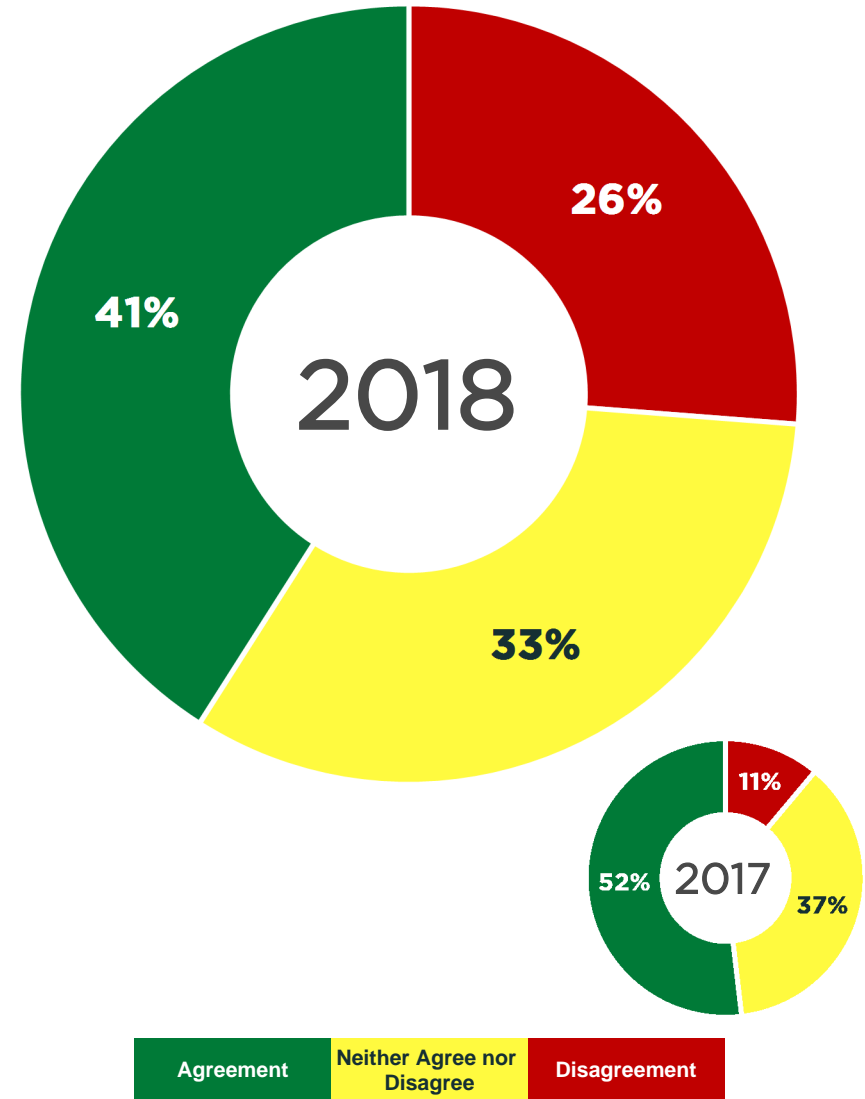
SECTOR

60%

CLUSTER

52%

2017



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6a. I believe senior managers provide clear direction for the future of the organisation	42%	58%	62%	49%
2	Q6c. I feel that senior managers model the values of my organisation	42%	55%	65%	50%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	49%	69%	65%	57%
4	Q6b. I feel that senior managers effectively lead and manage change	40%	56%	58%	46%
5	Q7g. I have confidence in the way recruitment decisions are made	35%	50%	47%	37%
6	Q7c. I feel that change is managed well in my organisation	37%	53%	49%	40%



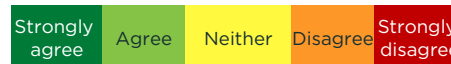
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT	67% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	18	40	29	8	58%	70%	75%	61%
Q7j. I am proud to tell others I work for my organisation	34	50	10		84%	87%	81%	69%
Q7k. I feel a strong personal attachment to my organisation	18	32	37	11	50%	78%	60%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	45	29	8	60%	72%	65%	55%
Q7m. My organisation inspires me to do the best in my job	16	47	26		63%	78%	66%	55%

KEY





EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ENGAGEMENT WITH WORK	69% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	23	50	11	13	73%	76%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	36	33	16	13	69%	78%	78%	72%
Q1e. I am satisfied with my job	19	47	18	13	66%	73%	72%	69%

KEY





EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

SENIOR MANAGERS	43% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	26	37	8	13	42%	58%	62%	49%
Q6b. I feel that senior managers effectively lead and manage change	13	27	35	8	16	40%	56%	58%	46%
Q6c. I feel that senior managers model the values of my organisation	13	29	40		13	42%	55%	65%	50%
Q6d. Senior managers encourage innovation by employees		39	40		13	45%	53%	62%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		41	34		15	48%	62%	72%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	45	31			58%	64%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	11	26	39	18		37%	62%	63%	47%
Q6h. I feel that senior managers listen to employees	10	29	37	16	8	39%	53%	60%	43%
Q7c. I feel that change is managed well in my organisation	8	29	31	19	13	37%	53%	49%	40%

KEY





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COMMUNICATION	58% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	29	34	26	8	63%	73%	79%	72%	
Q5d. My manager encourages and values employee input	32	39	18	8	71%	78%	81%	72%	
Q5e. My manager involves my workgroup in decisions about our work	26	39	24	8	65%	73%	76%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	11	26	39	18	37%	62%	63%	47%	
Q6h. I feel that senior managers listen to employees	10	29	37	16	8	39%	53%	60%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	47	13	8	8	71%	76%	76%	67%

KEY





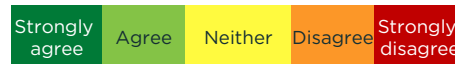
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				59% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	21	53	18		74%	84%	87%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	31	44	16		74%	82%	86%	79%	
Q3f. I have received appropriate training and development to do my job well	18	29	40	13	47%	47%	64%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	40	26		68%	80%	83%	74%	
Q5f. I have confidence in the decisions my manager makes	35	35	15	10	71%	69%	79%	68%	
Q6d. Senior managers encourage innovation by employees		39	40	13	45%	53%	62%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		41	34	15	48%	62%	72%	52%	
Q7a. My organisation focuses on improving the work we do	11	42	37	8	53%	72%	81%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	10	39	31	18	49%	69%	65%	57%	

KEY

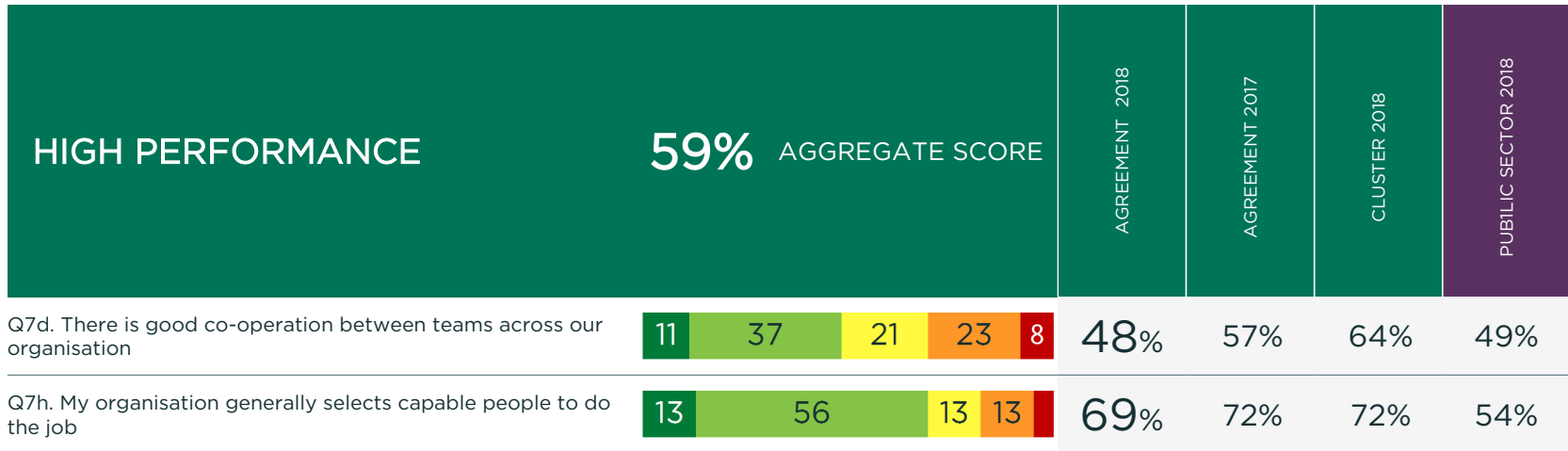




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES	56% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018			
	Q2a. My workgroup strives to achieve customer/client satisfaction	44	40	8	84%	84%	93%	86%	
Q2e. People in my workgroup treat each other with respect	32	45	10	8	77%	89%	83%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	40	26		68%	80%	83%	74%	
Q5b. My manager listens to what I have to say	34	37	21		71%	85%	84%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	26	37	8	13	42%	58%	62%	49%
Q6c. I feel that senior managers model the values of my organisation	13	29	40		13	42%	55%	65%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	45	31			58%	64%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	11	26	39	18		37%	62%	63%	47%
Q6h. I feel that senior managers listen to employees	10	29	37	16	8	39%	53%	60%	43%

KEY





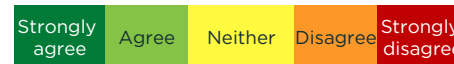
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		56% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do		53%	72%	81%	69%				
Q7e. People in my organisation take responsibility for their own actions		44%	57%	64%	49%				

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	73% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	24	42	16	13	66%	75%	74%	65%
Q5b. My manager listens to what I have to say	34	37	21		71%	85%	84%	76%
Q5d. My manager encourages and values employee input	32	39	18	8	71%	78%	81%	72%
Q6i. Senior managers in my organisation support the career advancement of women	18	42	27	8	60%	56%	74%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	31	55	11		85%	81%	80%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	31	40	19		71%	87%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	47	13	8	71%	76%	76%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	45	31	13	8	76%	80%	81%	59%
Q8e. My manager supports flexible working in my team	44	42	10		85%	-	84%	63%

KEY

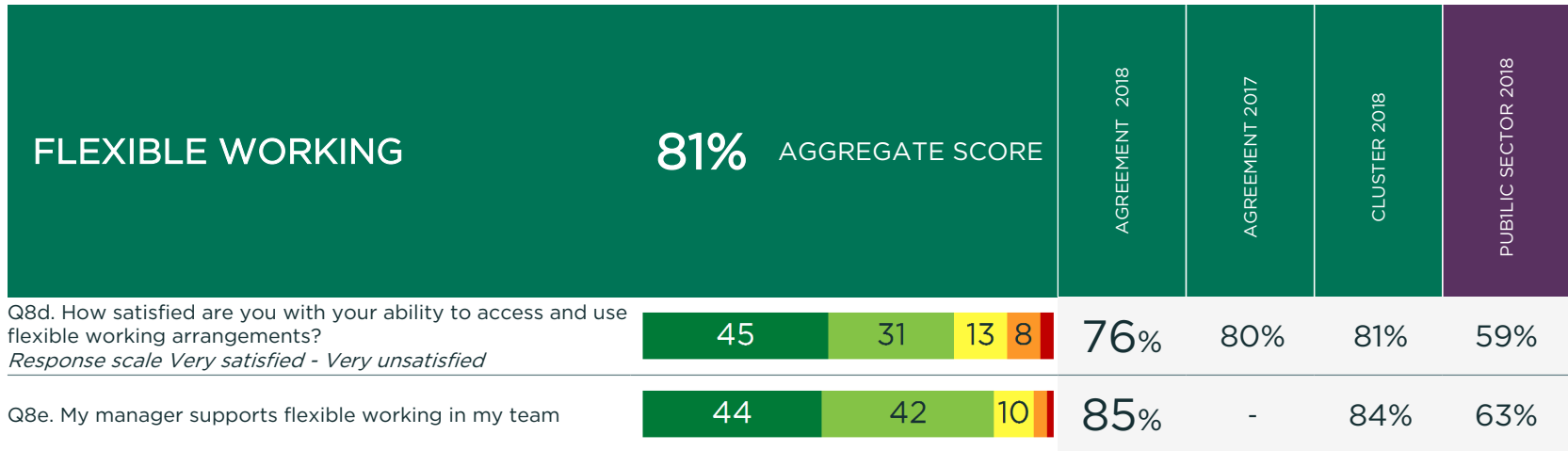




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

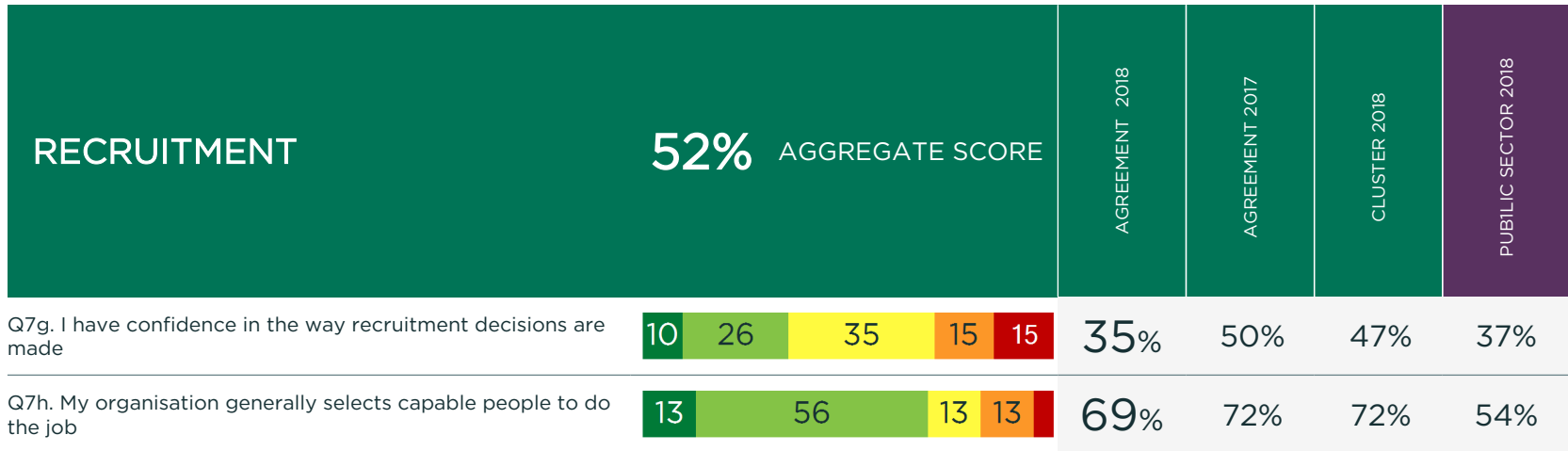




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT	52% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	18	42	24	13	60%	71%	74%	65%	
Q3e. My performance is assessed against clear criteria	15	32	32	16	47%	60%	61%	56%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	11	23	35	19	11	34%	45%	52%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	37	34	16	8	71%	81%	81%	69%	
Q5h. My manager appropriately deals with employees who perform poorly	15	32	39	8	47%	35%	51%	46%	
Q7f. My organisation is committed to developing its employees	11	40	35	10	52%	48%	69%	52%	

KEY

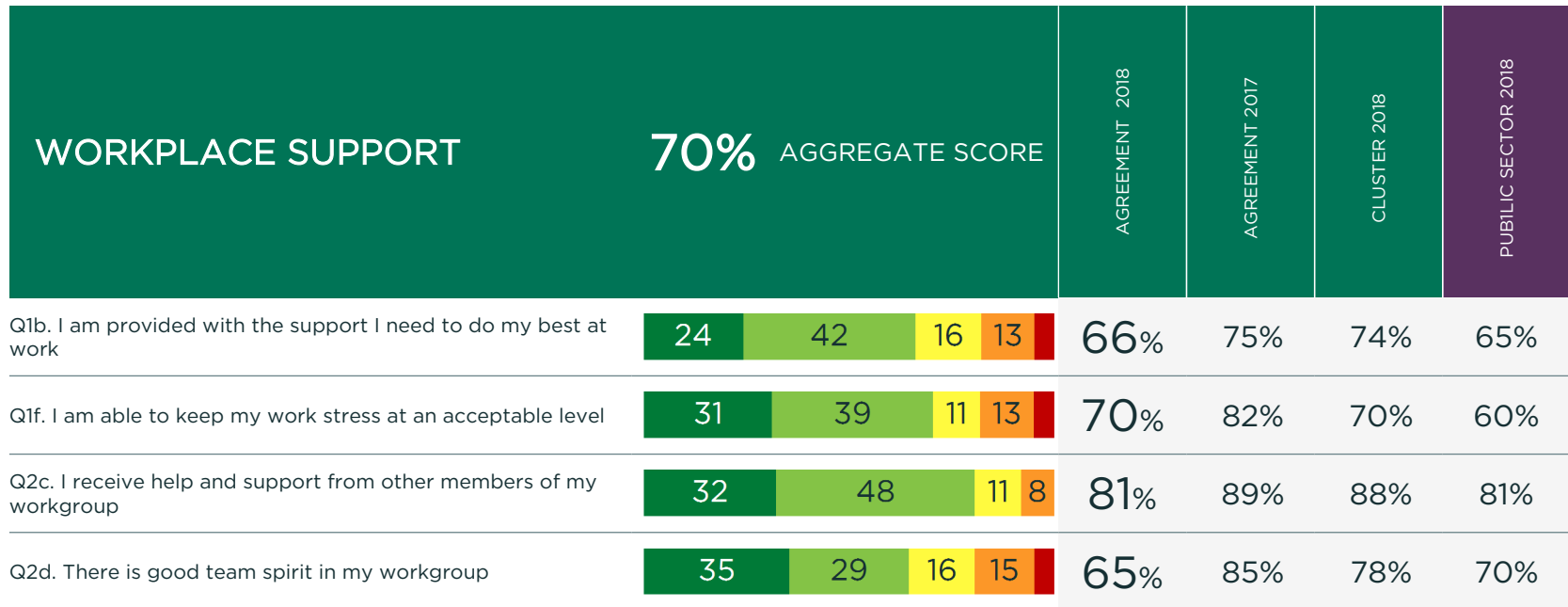




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

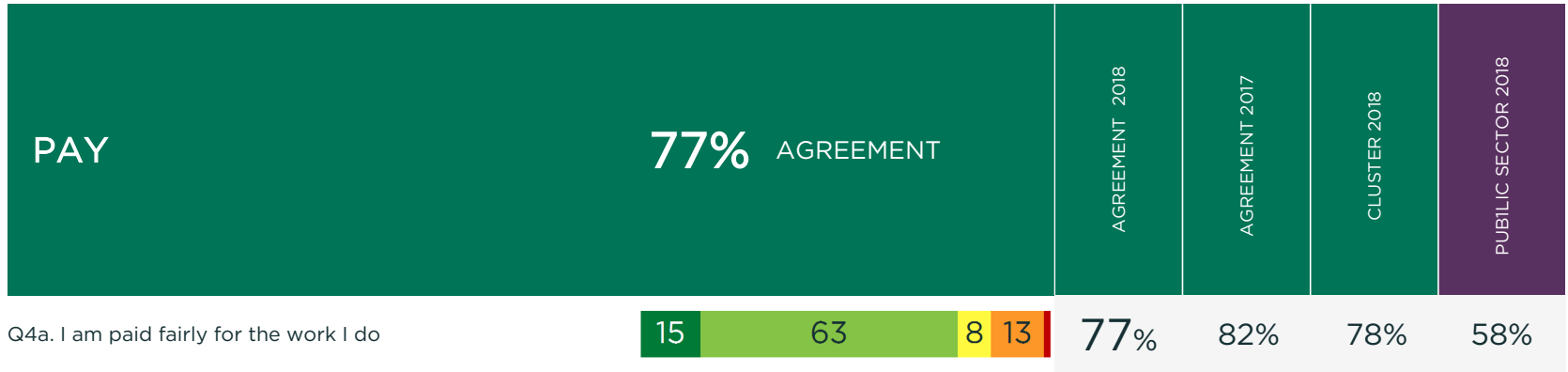




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

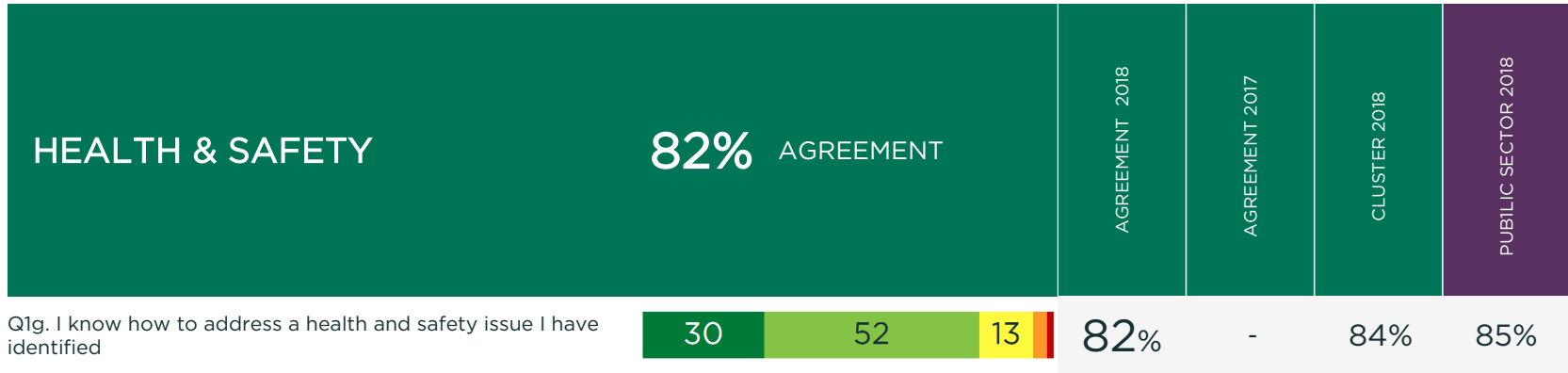




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





EXPLORE THE FULL RESULTS

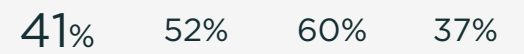
Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ACTION ON RESULTS

41% AGREEMENT

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

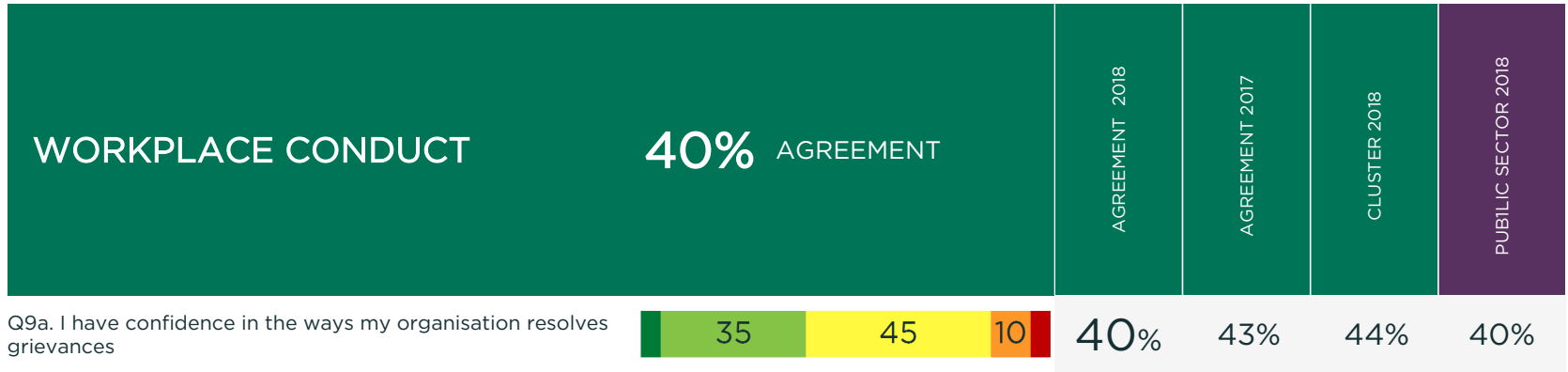




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		63%	82%	64%	71%
No		37%	18%	36%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		73%	76%	83%	76%
No		27%	24%	17%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		60%	69%	71%	58%
No		40%	31%	29%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		44%	27%	46%	41%
No		56%	73%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Lack of promotion opportunities		37%	24%	33%	29%
There are no major barriers to my career progression		36%	40%	38%	32%
Lack of visible opportunities		34%	35%	34%	30%
Personal/family considerations		24%	7%	22%	30%
Lack of support from my manager/supervisor		15%	5%	10%	14%
Insufficient training and development		14%	5%	10%	16%
The application/recruitment process is too cumbersome or time consuming		12%	5%	20%	23%
Geographic location considerations		7%	5%	19%	26%
Lack of support for temporary assignments/secondments		5%	4%	14%	15%
Other		5%	11%	7%	9%

% are calculated with the number of unique respondents (N = 59 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT







		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		25%	14%	14%	24%
No		67%	80%	73%	58%
Don't know		8%	6%	12%	18%
Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		73%	43%	52%	66%
No		20%	57%	45%	32%
Don't know		7%	-	3%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		21%	15%	21%	33%
No		71%	81%	70%	57%
Don't know		8%	4%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		8%	4%	10%	18%
No		90%	93%	84%	76%
Don't know		2%	4%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q11c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

A senior manager	(r)
Your Immediate Manager/Supervisor	(r)
A fellow worker at your level	(r)
A subordinate	(r)
A client or customer	(r)
A member of the public other than a client or customer	(r)
Other	(r)
Prefer not to say	(r)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	3%	-	1%	3%
No	97%	-	98%	94%
Don't know	0%	-	1%	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)



EXPLORE THE FULL RESULTS

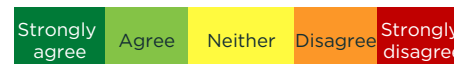
Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

**For Q7-Q10, the proportion of respondents answering not applicable is included in the result but not displayed.

PREMIER AND CABINET CUSTOMISED QUESTIONS		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. I received quality feedback in the last performance development cycle		43%	48%	59%
Q2. I was not surprised by the feedback offered in my performance discussions		53%	52%	62%
Q3. The feedback from the performance development framework has been useful and applicable in my role		42%	53%	57%
Q4. I understand how my role makes a difference to our stakeholders		70%	-	81%
Q5. Recruitment processes at DPC have improved from 12 months ago		8%	-	20%
Q6. My manager actively supports a diverse, inclusive and flexible work environment		84%	-	84%

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		52%
Female		48%
Other		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		3%
25 -29		8%
30 - 34		12%
35 - 39		18%
40 - 44		20%
45 - 49		13%
50 - 54		15%
55 - 59		7%
60 - 64		2%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

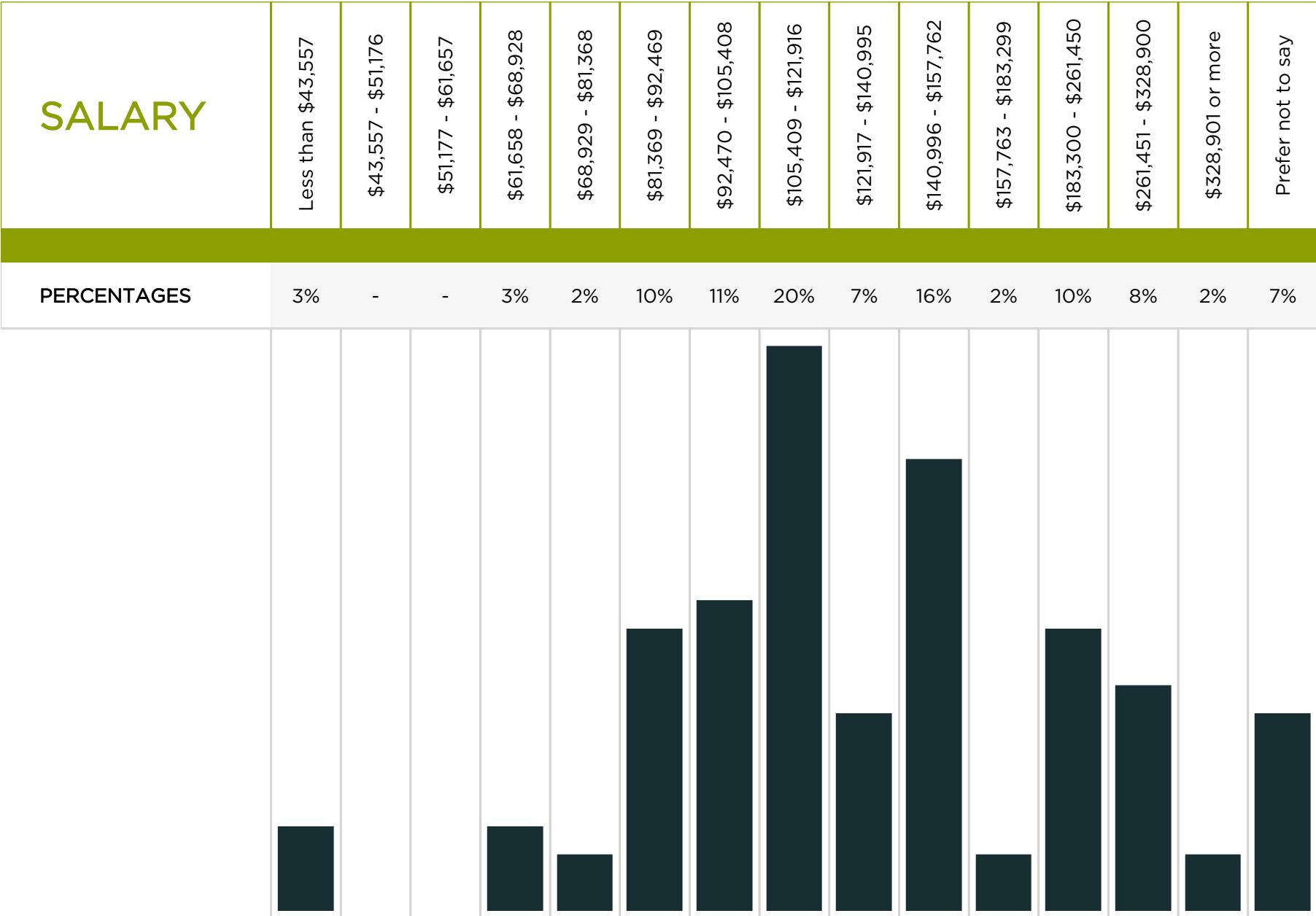
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	10%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	25%
Policy	-
Research	-
Program and project management support	25%
Legal (including developing and/or reviewing legislation)	3%
Other	22%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		35%
1 - 2 years		32%
2 - 5 years		28%
5 - 10 years		5%
10 - 20 years		-
More than 20 years		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		57%
Working from home		34%
None of the above		26%
Working additional hours to make up for time off		21%
Working more hours over fewer days		10%
Working from different locations		10%
Leave without pay		8%
Study leave		8%

% are calculated with the number of unique respondents (N = 61 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Part-time work		7%
Other		3%
Job sharing		2%

% are calculated with the number of unique respondents (N = 61 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	62	6	3	6	15	0	0	15	2	13
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	62	2	0	0	2	1	6	7	12	4	10	1	6	5
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	62	1	4
EMPLOYEE ENGAGEMENT	67%	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)
COMMUNICATION	58%	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	62	21	19	17	3	0	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	62	35	6	13	0	4	1	6	21	0	5	5	2	16
EMPLOYEE ENGAGEMENT	67%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Sydney East	Sydney - City and Inner South	Sydney - Sutherland	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast
NUMBER OF RESPONDENTS	62	59	58	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	67%	67%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	70%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	43%	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	58%	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	58%	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	56%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	73%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	62	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West
NUMBER OF RESPONDENTS	62	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY **AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE** **AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE** **r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS**

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	62	0	2	5	7	11	12	8	9	4	1	1
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Barangaroo Delivery Authority	Male	Female	Other
NUMBER OF RESPONDENTS	62	31	29	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

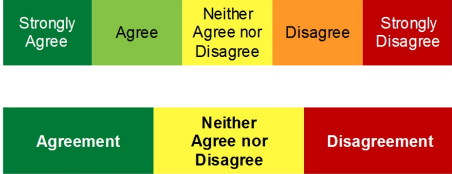
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.